NASA Project Management Challenge 2009

PROJECT MANAGEMENT CHALLENGE 2009

Sixth Annual NASA Project Management Seminar

ABSTRACT AND BIOGRAPHY

The Art of Planning and Managing Reserves

To maximize the likelihood of success for a project in development, the Project Manager (PM) needs a strong buffer of scope margin and fiscal reserves. The buffer, in and of itself, is not sufficient unless the PM can understand whether it is enough as well as how and when to spend those reserves. In other words, the PM needs a good reserves management plan. This presentation will describe a process for defining scope margin, as well as a methodology for understanding whether the reserve dollars are sufficient. Based upon this methodology, a reserves spending plan can then be generated. Finally, this presentation will explore methods to effectively track and manage reserves, to include possible future usage. Factors to be addressed over the course of this presentation include science scope margin, baseline vs. minimum science, baseline vs. minimum mission success and how these contribute to scope margin. Next, factors such as inheritance and requirements vs. capabilities will be discussed and how these factors contribute to developing a risk profile against which reserve dollars can be assigned. Factors such as liens, threats and probabilities, reserve percent on cost-to-go, and red-yellow-green zones will be examined in relation to tracking, managing and forecasting reserve expenditures.

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Mr. Grammier is the Deputy Director for the Solar System Exploration Directorate at NASA's Jet Propulsion Laboratory (JPL). This Directorate is responsible for all planetary exploration projects (except Mars related projects) managed by JPL.

Prior to this position, Mr. Grammier served JPL in numerous capacities including: Juno Project Manager, Deep Impact Project Manager, Deputy Director for the Solar System Exploration Directorate, Manager of JPL's Mission Assurance Division, Project System Engineer and Deputy Project Manager of the Stardust Project, and Project Element Manager for the Cassini Command and Data Handling Subsystem.

Mr. Grammier received his B.S. degree from the United States Military Academy and a M.S. in Electrical and Computer Engineering from California State Polytechnic University. He has been awarded the NASA Exceptional Achievement Medal for Cassini, and two NASA Outstanding Leadership medals for his accomplishments on Stardust and Deep Impact.